

Chapter 2. Measures to increase the efficient use of tourist resources of Vinnychina to create a positive image of the region

2.1. The state of the tourism industry in Vinnytsia region

In the modern world, tourism is a multifaceted phenomenon closely related to economy, history, geography, architecture, medicine, culture, sports and other sciences. However, none of them can fully and comprehensively characterize it as an object of their own research, and none of the existing socio-economic institutes is able to independently solve the complex of its problems.

In the scientific literature, we can find many definitions of the concept of tourism, which differ significantly from each other, primarily because their authors consider tourism in different aspects:

- as a special form of movement of people along a defined route in order to visit a specific object or satisfy their interests and return to their permanent place of residence;
- as a form of personality development, which is implemented through social and humanitarian functions (educational, educational, recreational and sports);
- as a form of recreation organization, leisure time;
- as a branch of the economy related to the service of people who are temporarily outside their permanent place of residence;
- as a segment of the market in which enterprises of such industries as transport, food, hospitality, culture, trade, etc. converge; - as a phenomenon that goes beyond traditional ideas that are associated exclusively with rest [12].

The Law of Ukraine "On Tourism" of 2003 states that "tourism is a temporary departure of a person from a place of permanent residence for recreational, educational, professional, business or other purposes without performing paid activities in the place of stay", and "tourist" - a person who travels around Ukraine or to another country with a stay not prohibited by the law of the country of stay for a period from 24 hours to one

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year without performing any paid activity and with the obligation to leave the country or place of stay within the specified period".

Tourism can be considered a type of recreation associated with going outside the permanent place of residence, active recreation, during which recovery of working capacity is combined with health-improving, cognitive, sports and cultural and entertainment purposes. And, recreation is the restoration or reproduction of physical and spiritual forces spent by a person in the process of life; recreation includes a variety of leisure activities aimed at restoring strength and satisfying a wide range of personal and social needs and demands.

Tourism is the world's largest sector of the economy in terms of the number of jobs for small and medium-sized businesses, which is closely related to 54 sectors of the economy. One job in tourism creates four in related industries.

Already now, more than 70% of world GDP is the service sector.

According to the UN World Tourism Organization, the tourism contribution to the world economy is estimated at 10% of the global gross domestic product. International tourism (travel and passenger transportation) accounts for 30% of world exports of services and 7% of total exports of goods and services. Tourism provides jobs to one in eleven people in the world.

Tourism in Ukraine is an industry that is experiencing the most transformations in new conditions. Working in the conditions of COVID-19 for several years, and today - the war is changing the tourism industry and the attitude of consumers. As with COVID-19 and during the war, domestic tourism in Ukraine received a new impetus and the demand for travel within the borders of one's own country increased significantly. In 2021, the tourism sector had to overcome the serious economic and social consequences of the pandemic. As of 2023, tourism scenarios against the background of war will depend primarily on people, on their willingness to take responsibility for themselves and their environment.

Vinnytsia Oblast (Vinnytsia) is a region in Central Ukraine. Vinnytsia Oblast was formed on February 27, 1932, when the Central Committee of the USSR approved the resolution of the IV extraordinary session of the Central Committee of the

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Ukrainian Central Committee of February 9, 1932 on the creation of five oblasts on the territory of Ukraine. The regional center is the city of Vinnytsia, the population of which as of November 2021 is 370,000 people. It is located on the right bank of the Dnieper within the Podilsk Highlands. It borders Chernivtsi and Khmelnytskyi in the west, Zhytomyr in the north, Kyiv, Kirovohrad and Cherkasy in the east, Odesa Oblast of Ukraine and the Republic of Moldova in the south, including part of the border with unrecognized Transnistria. Figure 1.1 shows the map of Vinnytsia.

Tourism has been a significant part of the world economy for a long time and is developing at a fast pace. The influence of tourism on the economy, the image of states and individual cities in the world is difficult to overestimate, because it contributes to the establishment of international relations, attracting investments, the revival of cultural heritage, the development of infrastructure, etc. According to the calculations of the WTTC (World Tourism and Travel Council), in 2021 the final value of all goods and services of the travel and tourism sector of Ukraine increased by 6.1% and amounted to \$8.687 billion. UAH 54.610 million, almost 23% more than last year. Trends in the growth of tourist flows are first observed in Vinnytsia.

Vinnytsia is an attractive tourist destination, because it has a convenient economic and geographical location and connects the main regions of the country through important railway and road routes. The city is located in a temperate climate, has a high water supply, and, accordingly, natural resource potential and wide opportunities for active and recreational recreation. Vinnytsia is characterized by a significant historical and cultural potential, the list of monuments of architecture and urban planning includes 121 objects, of which 11 are of national importance.

The Department of City Marketing and Tourism of the Vinnytsia City Council, guided by the Concept of Integrated Development of the City of Vinnytsia 2030, began in 2019 to collect and track certain indicators that characterize the state of achieving the Concept's goals in terms of the tourism industry and city marketing. Among the main indicators selected for tracking goals and assessing the performance of tasks within the framework of tourism development, the following are highlighted:

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1. According to the State Fiscal Service, the amount of tax revenues from the hospitality and gastronomy industry for 2020 is UAH 34,726,400. These revenues were received from business entities that provide services in the field of culture, tourism and leisure organization and work according to the main KVEDs:

- Provision of transport services and rental of vehicles – UAH 1,954,800
- Temporary accommodation – UAH 7,222,700
- Provision of food and drinks - UAH 19,112,800
- Activities of travel agencies and operators – UAH 2,126,800
- Operation of museums – UAH 4,219,000
- Organization of recreation and entertainment - UAH 90,300
- The total amount of the tourist tax for 2019 is UAH 2,040,458.

1. The number of hotel and restaurant business establishments within the city as of the end of 2020 was approximately 365 establishments, including 38 hotels, 5 hostels, and 322 catering establishments. With the beginning of quarantine restrictions in 2020, about 6% of public catering establishments ceased their activities for various reasons.

2. The approximate total area of the premises where the conference halls are located is 5,220 square meters, including hotels, restaurants and co-working spaces where it is possible to organize a conference, meeting or other educational event. The total number of seats in the premises is about 4,560.

3. The number of visitors to the tourist information center is increasing due to domestic tourism. In 2020, the Tourist Information Center in the Artynov Tower provided information about tourist opportunities to 5.9 thousand people.

4. Considering the economic and geographical position, it can be assumed that the city of Vinnytsia is more open to domestic visitors than to foreign visitors. According to the results of a July 2020 marketing study of the city's tourist attraction, implemented by the sociological agency Fama (400 visitors to Vinnytsia were interviewed with an acceptable sampling error of less than 4.9%), it is known that only 8.2% of the total number of visitors are foreigners, while more than 90% are domestic tourists, most of whom are residents of neighboring regions and the capital.

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During 2020, the "Vinnytsia Hospitality Standard" project was successfully implemented in Vinnytsia, aimed at systematically strengthening the competitiveness of the tourist industry in the city and bringing the quality of tourist services to a new level. The initiative was implemented by the Union of Entrepreneurs "Stina" with the constant support of the Vinnytsia City Council and with the assistance of the international technical assistance project "Partnership for Urban Development" (PROMIS Project). In the summer, the entrepreneurs of the hotel and restaurant sector of Vinnytsia united and founded the "HlibSil" hospitality association.



Figure 2.1 Map of Vinnytsia

**Source: created by the author based on [17, 18, 19, 20, 21].*

With the support of the union "Stina" and the PROMIS Project, a 6-module training was conducted for the members of the newly created organization, a project of the mission and vision of the union was developed, and the key points of the membership policy were outlined. The association formulated its ambitious goal: in 2030, Vinnytsia is a recognizable gastrobrand on the map of Ukraine and Europe. By

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joining forces and establishing new effective partnerships, the members of the association will work to increase the flow of tourists to Vinnytsia region, in particular, through the development of food culture and gastrotourism. The Vinnytsia standard of hospitality succinctly presents the code and the pyramid of values of its representatives, and also defines eight consecutive steps "to the heart of the guest". The main national legal framework governing the development of tourism and the hotel industry should include: the Decree of the Cabinet of Ministers of Ukraine "On Standardization and Certification", the Law of Ukraine "On Technical Regulations and Conformity Assessment", the Law of Ukraine "On the Protection of Consumer Rights", Order "On approval of the Rules for the use of hotels and similar means of accommodation and provision of hotel services", Resolution of the Cabinet of Ministers of Ukraine "On approval of the Procedure for establishing categories of hotels and other facilities designated for the provision of temporary accommodation (accommodation) services".

The Ukrainian national standard - DSTU 4268:2003 "Tourist Services" establishes the requirements for the activities of hotels, restaurants and tourist enterprises. Means of placement. General requirements", DSTU 4269:2003 "Tourist services. Classification of hotels", DSTU 4281:2004 "Establishments of the restaurant economy", DSTU 4527:2006 Tourist services. Means of placement. Terms and definitions". DSTU standard 4269:2003 "Tourist services. Classification of hotels" determines the classification of hotels and similar places by categories, as well as the requirements for them. The category of the hotel is indicated on its logo, receipts, guest registration cards and advertising documents. Each category of the hotel is defined by Art. the standard has Requirements - these are the minimum requirements that have be fully implemented Some international standards are harmonized in domestic legislative analogues, for example ISO/FDIS 18513:2003 "Tourism services. Hotels and tourism accommodation. Terminology" adapted to DSTU 4527:2006 "Tourism services. Accommodation. Terms and definitions". National standard Ukraine 4268:2003 "Accommodation facilities" defines the classification of accommodation facilities, general requirements for accommodation facilities and services provided in accommodation facilities. If we analyze international experience, small enterprises are

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the basis of the development of the industry - they structure the service market in accordance with consumer demand, create a competitive environment and create more jobs visiting places. For business, including large corporations, fierce competition is created by private individuals — business entities that manage mostly small restaurants, hotels, and have their own houses and apartments. They offer tourists a full range of basic and additional hotel and restaurant services at a much lower price. In addition to national standards, the design of new and modernized existing buildings, structures, and hotel and restaurant enterprises is covered by mandatory national building standards DBN B.2.2-9:2018, DBN B.2.2-20:2008, DBN B.2.2-25: 2009.

In addition, the key aspects of the operation of hotel-restaurant and tourist business enterprises are determined by the Law of Ukraine "On Tourism", the Law of Ukraine "On Standardization", the Law of Ukraine "On Resorts", the Law of Ukraine "On Technical Regulations and Conformity Assessment", the Law of Ukraine "On basic principles and requirements for the safety and quality of food products", etc.

The procedure for determining the category of hotels is provided for by the Cabinet of Ministers resolution "On the procedure for approving categories of hotels and other facilities for providing temporary accommodation (accommodation)". By this order, it is determined that the categories of hotels and other facilities used for providing temporary accommodation are determined based on the results of voluntary certification of services related to the safety of life and health of people, protection of property and the natural environment, in accordance with the following provisions : "Agreement with the certification body and the owner or their licensors and assessment of hotel compliance with the requirements of a certain category. Accreditation and evaluation of hotels are carried out by accreditation bodies. The following categories are established for the hotel: "Five stars", "Four stars", "Three stars", "Two stars" and "One star". Other facilities used for providing temporary accommodation, including motels, boarding houses, holiday homes, tourist bases, campsites, which are categorized as "I, II, III, IV, V" according to the level of service [29].

To be successful in the hotel and restaurant business, you need to successfully compete with manufacturers of hotel and restaurant services, meet international

standards, and meet consumer expectations. In modern conditions, quality management is largely based on standardization. Standardization is a regulatory method of management. its influence on the object is carried out by establishing norms and rules, drawn up in the form of a normative document and having legal force.

Service quality standards are certain criteria that are necessary to ensure the result of the quality management system. That is, certain procedures and daily operations performed by the staff for the maximum satisfaction of visitors. The success of any hotel enterprise is the ability of the owners to anticipate and feel any wishes of a potential client. The standards mean not only the correct technology of serving visitors, but also the attitude of the staff to their work.

The highest level in the tourism and restaurant business is certification, which guarantees that the service (product) meets certain requirements and has the appropriate quality.

It has not been the first year that the Vinnytsia City Council, together with specialized public organizations and with the support of the PROMIS Project, have been implementing complex initiatives aimed at stimulating the city's economic development. The "Vinnytsia Hospitality Standard" project is an element of the recently approved Tourism Development Strategy until 2030, which was also developed with the assistance of the PROMIS Project, and it became another stage in the successful growth of the most comfortable city of Ukraine.

A full-scale war stopped the life of Ukrainians. For the first months, there was only news, volunteering, donations, and concern for our relatives. Days passed like minutes in a state of stress.

Later, Ukrainians were able to control themselves and began to support the economy of Ukraine and various spheres of the country's life, in particular tourism.

The next tourist year 2022 in Vinnytsia passed actively, despite the challenges related to the war in Ukraine. Specialists of the City Marketing and Tourism Department of the Vinnytsia City Council together with the KP "Vinnytsia Tourism Office" initiated active leisure for Vinnytsia residents and IDPs, strengthened the work

of two collection museums, and created a joint platform of Vinnytsia craftsmen and BYVI craftsmen.

One of the main projects from the first weeks of the full-scale invasion for the city's marketing and tourism department was the organization of the Vinnytsia Humanitarian Hub, initiated by the Vinnytsia City Council and the Podilska Hromada Community Foundation. Since May, together with our partners, we have been holding dozens of events for internally displaced persons every month. At the same time, all security measures were taken, actively involving Vinnytsia institutions in the network of the simplest shelters and putting navigation arrows to them.

Many businesses had to reduce staff, relocate, radically change their activities, many of them ended up in occupation, damaged or destroyed. But in general, tourism in Ukraine as such has not disappeared. If the state of shock and panic persisted in the spring, then already in the summer Ukrainians began to actively support a full-fledged life, despite the insidious actions of the aggressor country.

Despite the preservation of the public opinion that rest is not the time, many Ukrainians still allow themselves so-called weekends to reset. This allows you to relieve a little of the tension that has not disappeared since February 24, and restore energy for productive work for the benefit of both your family and the state (this is both taxes and donations).

The active work of the tourism sector began in the summer of 2022. About 1,440 tourists booked tours from Ukraine. Although this is not very much, because last year during this period there were more than 95,000 travelers.

If in the summer and early autumn the main issue of the domestic tourist was safety, today it is electricity. And I want to separately mention the initiative of the Ukrainian Hotel & Resort Association, thanks to which tourists can check the readiness of the establishment to meet their guests during power outages. There are many such establishments not only among hotels, which emphasizes the readiness of Ukrainian business for quick and non-standard solutions.

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Regarding foreign tourists. Today, it is very difficult to accurately calculate how many "classic" tourists have visited Ukraine among the total number of foreign citizens.

According to the State Border Service, 825,000 foreigners entered Ukraine in January-February. For the next two months (March, April) – 280,000 and during May-August – 710,000 people. The majority were citizens of Hungary, Romania, Poland, and Moldova, with more than 100,000 representatives from each of these countries. A little less came from Belarus, the USA, Turkey, Lithuania, Great Britain, Germany, Slovakia, and the Czech Republic.

The war significantly affected the work of tour operators - a 21% decline in their activity was recorded in six months. They paid only UAH 83 million in taxes to the state budget, and last year for the same period the amount of income amounted to UAH 106 million.

The following regions received the most taxes from tourism:

- Ivano-Frankivsk - 63% increase;
- Lvivska - 51% increase;
- Kyiv region - 16% increase;
- Kyiv - 34% drop;
- Odesa region – a drop of 82.3%.

The amount of income to the local budget of the Vinnytsia region from the tourist tax for 2022 has decreased by almost half compared to 2021. The amount of income to the city budget in 2021 from the tourist tax exceeds the figures for 2020 twice, amounting to UAH 1,816,934. Despite the fact that in 2020, compared to 2019, the amount of revenue to the local budget of the region from the tourist tax decreased significantly. Whereas in 2019, revenues from the tourist tax amounted to more than 2 million hryvnias. Then, in half a year, Vinnytsia earned twice as much from tourism as in the whole of 2018 (Fig. 2. 2.).

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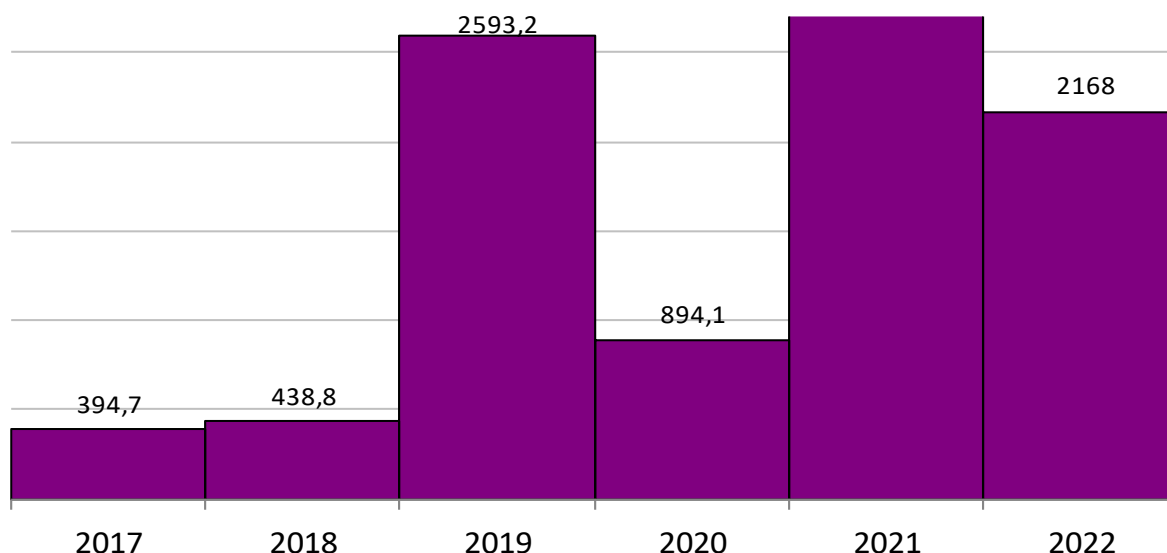


Figure 2.2. Amounts of tourist tax receipts in the Vinnytsia region for 2017-2022, thousand UAH.

**Source: created by the author based on [17, 18, 19, 20, 21].*

Deputy Mayor of Vinnytsia Andriy Ocheretny noted that in 2022 the city's budget was replenished by UAH 2.1 million in tourist tax. Such an indicator confirms that tourism is a significant part of the economy and the driver of our city's life.

The most popular types of tourism in Vinnytsia are: cultural and educational, recreational and event (Fig. 1.3).

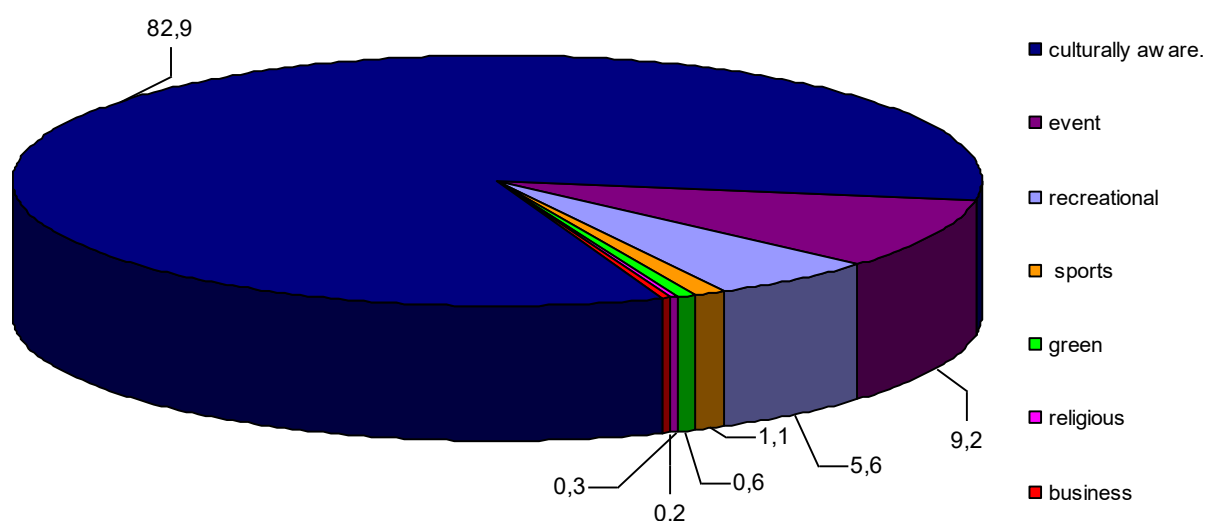


Figure 2.3. Distribution of types of tourism in Vinnytsia region

**Source: created by the author based on [17, 18, 19, 20, 21].*

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The cultural and educational type of tourism in Vinnytsia region accounts for 82.9%, while event and recreational tourism accounts for 9.2% and 5.6%, respectively. The smallest percentage in the Vinnytsia region is business tourism - 0,3% and religious tourism – 0,2%.

One of the factors of the most significant share of cultural and educational tourism in Vinnytsia region is the presence of a significant number of cultural heritage sites.

Figure 1.4. shows the dynamics of tour operators and travel agents of legal entities in 2017-2022 in the Vinnytsia region.

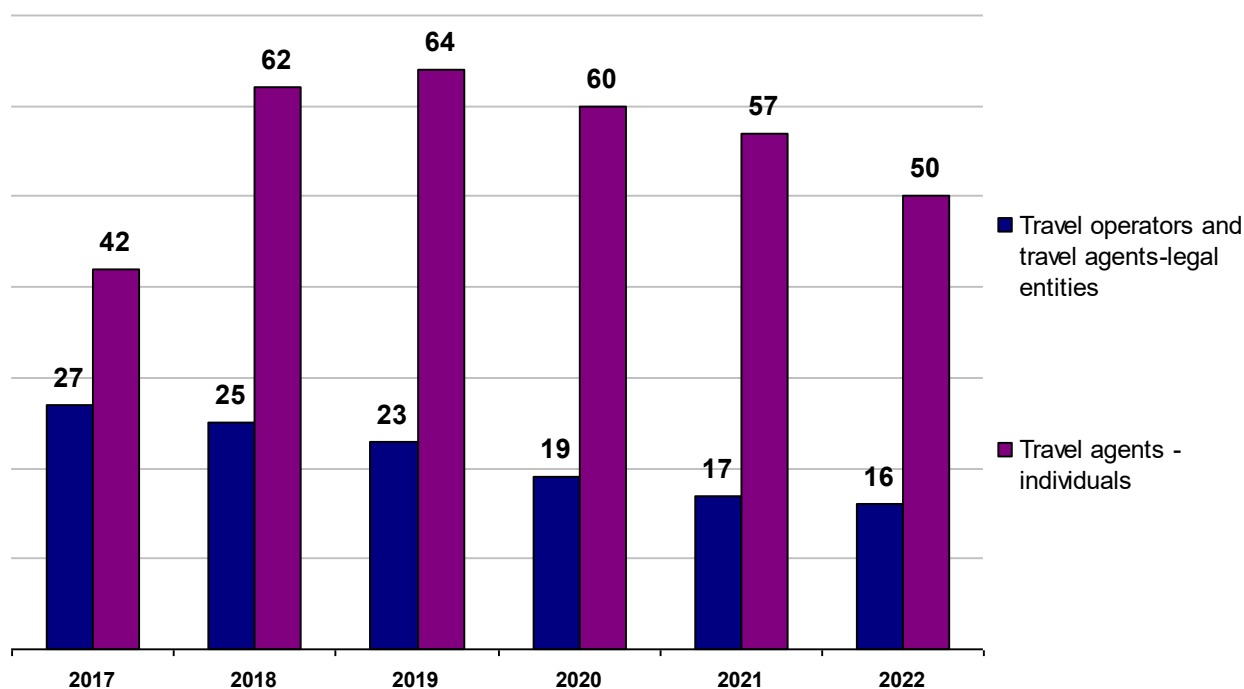


Figure 2.4. Dynamics of travel agents and tour operators in the Vinnytsia region for 2017-2022

**Source: created by the author based on [17, 18, 19, 20, 21].*

Therefore, when studying the dynamics of tourist flows in Vinnytsia during 2017-2022, it is appropriate to note that from 2017 to 2019 there was an increase in the number of tourist enterprises, their number increased significantly in 2018 compared

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to 2017, while from 2019 the number of tour operators and travel agents began to decrease.

While the number of tour operators and tour agents – legal entities in the Vinnytsia region for the period from 2017 to 2022 had a tendency to decrease.

The number of tourist vouchers sold by tourist operators in the Vinnytsia region was the largest in 2019 and amounted to 8,389 vouchers. Compared to previous years, in 2019 their number more than doubled.

Whereas in 2020 and 2021, the number of tourist vouchers sold by tourist operators, compared to 2019, decreased by 4265 and 4391 vouchers, respectively (Fig. 1.5.).

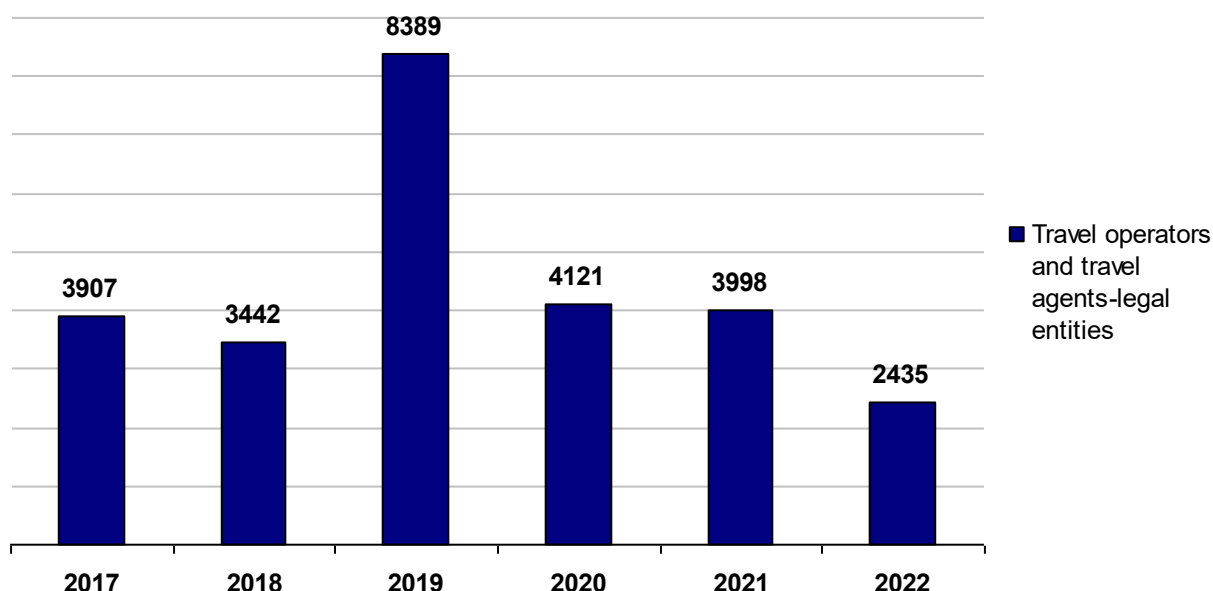


Figure 2.5. Dynamics of tourist vouchers implemented by tour operators in Vinnytsia region for 2017-2022.

**Source: created by the author based on [17, 18, 19, 20, 21].*

According to official statistics, tourism does not occupy a significant place in the general economy of Ukraine, as it is about 3–4% of GDP [30], in contrast to European countries, where on average tourism accounts for 10% of GDP, and countries of the Asia-Pacific region, where this share reaches 50.2% [30]. Although, according to the

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latest calculations carried out by internal experts of international structures (WTO, UNWTO), the share of tourism in Ukraine is about 9% of GDP [30].

The largest tour operators in Vinnytsia region are shown in Figure 1.6.

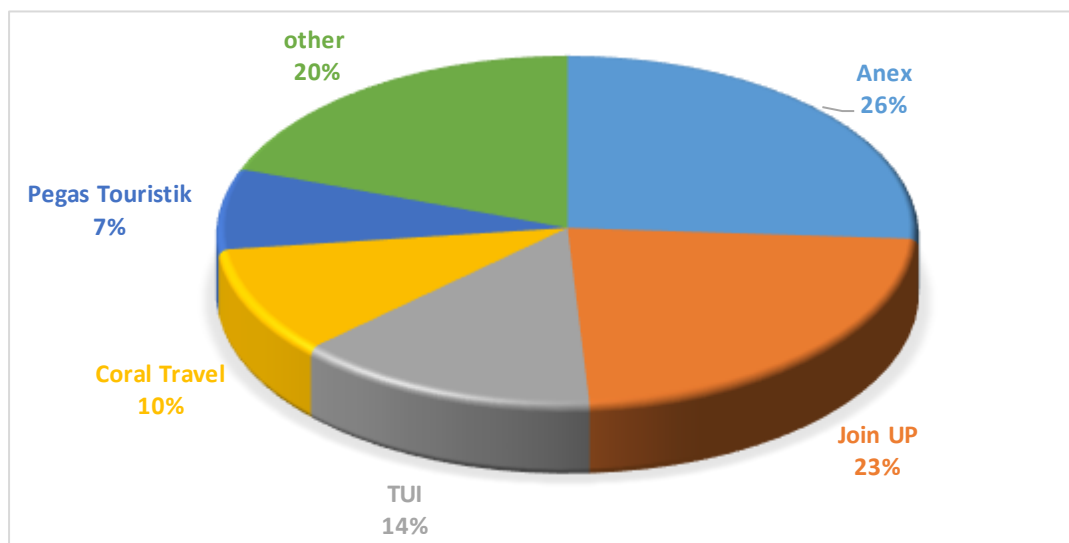


Figure 2.6. Market distribution among tour operators in Vinnytsia, 2022

**Source: created by the author based on [17, 18, 19, 20, 21].*

A decrease in the number of tourists visiting our country leads to the creation of a negative balance. The vast majority of Ukrainian tour operators focus their activities on the provision of outbound tours. At the same time, in most cases, they are not engaged in serving foreign tourists in our country and interacting with international tour operators [16]. Given these circumstances, the number of people going on holiday abroad significantly exceeds the number of those visiting the country. This approach of conducting business in the industry has a very negative effect on the formation of the budget of our country.

So, in 2022, the tourism structures of the WMR will:

- organized about 90 tourist activities for socially vulnerable groups;
- conducted more than 130 excursions and tours, which reached more than 2,000 people;
- launched the BYVI platform with unique works of 37 Vinnytsia handmade masters. Souvenirs are in great demand among residents of Vinnytsia and visitors to the city;

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- resumed the work of the Y. Balaban Stamp Museum and held three special redemption ceremonies for themed stamps;
- presented the first city gastromap "Delicious Vinnytsia";
- presented the concept of the new tourist navigation of the city, which includes new signposts, information pylons with maps and information plates designed in the style of the Vinnytsia brand.

In addition to the fact that tourism in Ukraine is going through not the best times due to the martial law, there are also significant problems and challenges that hold back the development of the industry, in particular:

1. Insufficient development of tourist and recreational infrastructure and the hospitality industry of the region, lack of accommodation facilities for tourists of various standards (hotels, motels, camping sites), lack of modern recreation areas, insufficient number of tourist information centers and bicycle paths, inadequate condition of tourist routes (lack of marking), low interest of communities in the development of tourist infrastructure in the region; low interest of business in investing due to uncertainty about the corresponding dividends.

2. Insufficient level of service and quality of provision of tourist services (insufficient level of use of creative attractions and industries at tourist sites, lack of tourism development programs and appropriate funding for events in district, city budgets and communities.

3. Insufficient marketing promotion of the tourist product on the Ukrainian and international tourist markets, namely: insufficient promotion of the opportunities and potential of the region among foreign partners, low presence of information about the region in the content of the information space, insufficient level of educational activities and scientific and educational support for the sustainable development of the industry tourism and resort activities.

4. Lack of sustainable development of domestic and international tourism (insufficient level of support for projects, initiatives and startups of public organizations and other tourist associations for the further development of the tourism and resort industry, insufficient level of financing of activities aimed at the

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development of the tourism and resort industry from local budgets and the low level of investment contributions in the tourism sphere, lack of understanding of rural residents in the possibilities of agro and green tourism).

In general, the tourist industry of Vinnytsia has both weak and strong sides.

Strengths: favorable economic conditions and significant potential of foreign markets, high interest of tourists in the Vinnytsia region and steady demand for Vinnytsia tourism products; availability of a system of strategic management of tourism development, high efficiency of state regional and investment policy measures in the field of tourism; coherence of the regional tourism development strategy in the region and a number of large corporate structures; a large number and variety of objects of tourist display and tourist and recreational resources.

Weaknesses: lack of qualified labor resources in the field of tourism and insufficiently high quality training of specialists for the tourism sector; low accessibility and unsatisfactory technical and aesthetic condition of the bulk of the most important objects of tourist display in the region, which leads to the seasonal mode of operation of many objects; low level of financial resources of Vinnytsia tourist companies; the low level of development of tourist and auxiliary infrastructure in combination with the low degree of meeting the requirements of international industry standards in tourism; lack of effectiveness of used marketing tools and lack of strong and competitive Vinnytsia tourist brands.

Despite the presence of problems and shortcomings, certain trends and behavior of potential tourists are already emerging:

- bookings are dominated by sanatorium (health) rest and relaxation rest, as far as possible from air alarms and explosions;
 - one of the key requirements for an accommodation facility is the uninterrupted availability of electricity, water, and communication - so that it is not like home;
 - more frequent booking of solo tours for one person or family trips.
- Accordingly, the popularity of group tours has significantly decreased;

– quite often people book tours "for tomorrow", because planning today can only be dreamed of.

Effective implementation, at the state level, of such measures as: development of a loyal tax policy for tourist enterprises, which will help reduce the cost of a package of tourist services; state assistance in conducting patriotic tours of Ukraine, popularization of cultural, historical, ethnic values of the Ukrainian state; creation of various educational (training) programs for training highly qualified personnel; creation of attractive conditions for foreign investments in tourism; popularization of Ukraine on the international arena as an attractive tourist destination.

Therefore, the Vinnytsia region has significant tourist potential and all the prerequisites for its effective use. However, in the near future, such issues as: slow rate of growth of investments in the development of the material base of tourism need to be resolved at the regional level; non-compliance of the vast majority of tourist facilities with international standards; unsatisfactory state of tourist, service and information infrastructure in highway areas; the imbalance of social and economic efficiency in the use of recreational resources and the need to preserve them; lack of innovative projects and scientific research on the development of promising types of tourism; insufficient supply of highly qualified specialists in the tourism industry; insufficient level of information infrastructure development.

2.2. Priority areas of tourism development in Vinnytsia region

Vinnytsia has all the prerequisites for the intensive development of domestic and foreign tourism: features of the geographical location and relief, a favorable climate, a wealth of natural, historical-cultural and tourist-recreational potentials.

Tourism in Vinnytsia is gaining momentum every day in terms of the further development of its potential, which makes it possible to generate significant interest of both domestic and foreign tourists in the tourist attractions of the region in the future. Today, the most popular types of tourism for the purpose of travel in Vinnytsia are:

- cultural and cognitive;

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- health and wellness;
- recreational;
- rural green tourism;
- eventful;
- sports and active tourism;
- religious tourism and pilgrimage.

The analysis of resource support for the development of tourism in the region gives grounds for asserting that today the most widespread and developed for the region are:

1. Cultural and educational tourism. The Vinnytsia region has a rich potential for its development, taking into account the region's historical presence as part of Lithuania and then Poland.

In the region, there is a large number of monuments of cultural heritage that reflect its centuries-old history and culture: archaeology, history, monuments of urban planning and architecture of various eras and styles, monumental art, garden and park art, as well as palaces and castles, museums, mansions, administrative, educational and economic buildings, where collections of works of art are collected.

2. Medical and health tourism and the direction of recreational tourism derived from it. The main feature of these types of tourist activity is that their development has not only an economic effect, but also a social one to a large extent. Thanks to the abundance of high-quality mineral and fresh underground waters, Vinnytsia is known far beyond its borders as a health resort.

Also, the field of providing rehabilitation and diagnostic services in both the public and private sectors of the medical industry is developed in the region.

3. Rural green tourism. The development of rural green tourism, as a form of recreation in private farms in the countryside using the property and labor resources of a personal peasant, utility or farm, natural recreational features of the area and the cultural, historical and ethnographic heritage of the region, is promising for Vinnytsia. The dynamic growth of "green trips" to rural areas indicates that rural tourism is capable of ensuring economic and demographic stability in rural areas, promoting the

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development of small and medium-sized businesses, solving socio-economic problems of the village, becoming an important factor in the future development of rural areas, attracting domestic and external potential tourists to get to know the rich natural and historical and cultural heritage

4. Event tourism, or as it is also called (event-tourism), devoted to the coverage of any event, is a priority direction and is rapidly developing in the region. Tourists, no matter what purpose they come for (educational, business, transit) are determined to have an interesting pastime, new meetings and bright impressions, and Vinnytsia can offer tourists a choice of this type of recreation.

5. Active and sports tourism. Active tourism is gaining more and more popularity. In the region, such types of active recreation as: cycling, horseback riding and water sports are developing quite successfully. A particularly interesting active vacation in Vinnytsia is rafting - rafting on special inflatable boats on the Zgar and Pivdenny Bug rivers, where extreme marathons are held.

6. Religious tourism. This type of tourism is of particular importance for the development of domestic tourism in the region, as it arouses great interest not only from believers, but also from other segments of the population and performs a number of important functions, including cognitive, aesthetic and educational.

The region has all the prerequisites for the successful development of the tourism industry, in particular, there are 4,330 monuments of cultural heritage on the state register: 1,739 - archeology, 1,897 - history, 548 - urban planning and architecture, 98 - monumental art, 47 - garden and park art, 1 - landscape

Competitive advantages and limitations of the prospective development of the region's tourism potential are revealed on the basis of a SWOT analysis.

Characteristics of the region's strengths and weaknesses, external opportunities and threats to its development are presented in Table 1.

Table 1

SWOT analysis of tourism potential of Vinnytsia region.

Strengths	Weak sides
- favorable transport and geographical position and high transitivity of the territory; - rich historical and cultural heritage of the region; - high potential for the development of recreational services. The presence of deposits of radon mineral water, the resort town of state importance - Khmelnyk and Nemyriv; - existence of a nature reserve fund; - provision of high-quality medical and health services; - a moderately tense ecological situation in the region; - leadership of the region in the agricultural sector and processing of agricultural products; - developed infrastructure for business support and investment attraction; including in the tourism sphere; - good positioning of the region in the field of international interregional and cross-border cooperation; - high potential for providing quality educational services.	- imperfection of public transportation and road infrastructure; - the unsatisfactory condition of many objects of historical and cultural heritage; - low level of information support for tourist activities; - insufficient development of recreational areas and tourism industry infrastructure; - low level of introduction of innovations at enterprises and development of innovative infrastructure and interaction of local business associations with authorities, educational and scientific institutions; - insufficiently realized investment attraction potential from all funding sources; - existing territorial disproportions regarding the settlement of the territory; - deterioration of demographic indicators.

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Continuation of table 1

Opportunities	Threats
- implementation of state initiatives - infrastructure projects on the territory of the region; - activation of cross-border and interregional cooperation; - reforming the medical industry and financial autonomy of medical institutions; - active development of the "creative economy"; - increasing the financial capacity of communities; - growth of the country's investment attractiveness, increase in opportunities for attracting investment resources; - development of information technologies; - the development of local and local tourism, in connection with possible restrictions on traveling to other countries.	- population migration to more urbanized settlements and abroad; - decrease in investment attractiveness in the country; - the threat of losing the basic network of cultural, educational and medical institutions; - imperfection of the legal framework and system of legal regulation in the field of tourism development; - deterioration of financing and lending conditions, presence of legal risks associated with the implementation of investment projects; - economic crisis, war; - further deterioration of the infrastructure.

**Source: created by the author based on [17, 18, 19, 20, 21].*

Possible areas of tourism development in Vinnytsia can be:

1. Business tourism, modern tourism with a business purpose is considered the most promising type of tourism due to its adventurous nature, the possibility of planning, and its focus on the client with a high level of income.

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2) Vinnytsia has favorable conditions for the development of adventure tourism and extreme types of ecotourism, which unites all trips related to active ways of movement and recreation in nature, which are aimed at obtaining new sensations, impressions, improving the tourist's physical condition and achieving sports results

3) Fishing and hunting tourism. The region has significant resource potential for the development of these types of tourism due to its rich flora and fauna, forest-steppe terrain and a large number of open bodies of water (rivers, ponds, lakes, etc.).

4) Social tourism. The direction of tourist business, the clients of which are citizens who have social benefits (pensioners, students, people with limited properties, low-income families with many children). Social tourism is an effective mechanism for attracting the population of the region to tourist consumption, which improves its attractiveness for foreign markets.

5) Gastronomic (culinary) tourism can become another component of Vinnytsia's attractiveness, given the region's ethnographic and event resources. Gastronomic tourism as a type of tourism is related to familiarization with the production, cooking technology and tasting of national dishes and drinks, as well as with the culinary traditions of the region. It should be noted that almost any region has the potential to develop culinary tourism, and Vinnytsia in particular, because it can offer unique local cuisine and traditions of hospitality.

Vinnytsia is a region that has a lot to impress, we suggest visiting such places in Vinnytsia and the region.

1. European Square and the Tower. The main business card of Vinnytsia is the water tower. It was created by the architect Hryhoriy Artinov at the beginning of the 20th century. Since then, the tower has performed various functions, and now the exhibition "European Square: a space of (non) memory" operates on the first floor, and the museum of memory of the soldiers of Vinnytsia operates on the other floors. The tower is located on the European Square.

2. Vinnytsia catacombs. Under the Catholic church on Sobornia, there are monastery cellars with underground passages. They are at a depth of 12 meters and are so wide that two horse carriages could run through them. Today, part of the passages

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are open to visitors, so everyone can walk through the atmospheric catacombs, shrouded in legends and mysticism.

3. National museum-manoir of Mykola Pirogov. In 2022, 75 years have passed since the opening of the Pirogov Museum. Scientist, surgeon and teacher Mykola Pirogov is known all over the world. And he lived in Vinnytsia for more than 20 years, and for more than 140 years he has been resting here embalmed in the mortuary church. In addition to the mortuary and the actual house where Pirogov lived, you can take a walk in the park and visit the museum-pharmacy on the territory of the manoir museum.

4. Jerusalem. This is the quarter of Jewish craftsmen in the center of Vinnytsia, the famous Jewish urban baroque that began to take shape at the end of the 18th century. Now, walking around Jerusalem, you can enjoy the color of densely built houses and the special atmosphere of this neighborhood.

5. Potocki Palace. It is located in Tulchyn. The palace was started to be built in 1782 according to the project of the French architect Lacroix on the order of representatives of the Potocki family.

6. Pyatnychan Castle. In the ancient park of Vinnytsia is the former noble estate of the Groholskys. It was built at the end of the 18th century. This building was built as a defensive castle-palace. Today, the Vinnytsia Regional Endocrinology Center is located in the former palace.

7. Lyadiv rock monastery. This monastery is located on the left bank of the Dniester. The first chronicle mention of him belongs to the year 1159. The monastery is considered one of the oldest in Ukraine. In 1013, it was founded by the monk Anthony Pechersky, when he was returning to his homeland - from the holy Mount Athos to Kyiv.

8. Bush. This is a historical and cultural reserve with an area of 6.68 hectares. On the territory of the reserve there are about ten archaeological monuments dating back to the 4th millennium BC. e. — VII-VIII century. N. e. The most famous sight of Busha is the remains of a rock-cut temple with a unique artistic relief. The monument was opened in 1824 by the local nobleman Romuald Ostoya-Ovsyan, as evidenced by

the inscription on the relief itself. Busha is also famous for the natural monument of national significance "Haidamatskyi Yar" with a total area of 96 hectares.

10. Museum-manoir of Mykola Leontovych. From the year 31 until his death, Mykola Leontovych's home was in Tulchyn. It is here that Leontovych's museum-apartment is located. Staying at Mykola Leontovych's apartment, you can feel the atmosphere of home comfort in which music was born. Each of the composer's personal belongings (a tuning fork, a conductor's baton, a desk) can seem like a wizard's tool. The interesting thing about the museum is the gifts for the dear teacher from the students and graduates of the women's diocesan school.

11. Voronovyskyi Palace. This is a significant historical and architectural monument of manoir architecture in Ukraine during the classicism era. According to some sources, the Voronovitz Palace was built in the 1770s. Now the Voronovyskyi Museum of the History of Aviation and Cosmonautics is located there.

11. "Werewolf" bet. During the Second World War, one of Hitler's main headquarters was built 8 km north of Vinnytsia, the "Werewolf" pond. There is a museum pavilion that tells visitors about the pond, the history of the occupation of the region and the crimes of the German-Romanian invaders, as well as the resistance of the population of Ukraine and the liberation of Vinnytsia.

12. Castle Hill. This is the highest point of the city and a historically significant place, where the largest flag in the region now flies. In this area, archaeologists discovered a number of cultural layers. Among them are the Trypil settlement of the IV-III millennia BC, the settlement of the VIII-VII centuries. BC, Slavic settlement of the 13th century.

14. Nemyriv settlement. Remains of a Scythian settlement of the 7th century were found on the outskirts of Nemirov. to n. e. — one of the largest in Ukraine. These ramparts are 9 m high and almost 5 km long along the perimeter. The Mirka River divides the settlement into two unequal parts. Almost in the center of the ramparted square, on the high northern bank of the river, there is a special inner fortification - the so-called castle.

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15. Shargorod. Shargorod is known as a historical and cultural center of spirituality and harmony. Among the most famous: the complex of buildings of the Mykolaiv Monastery of the XVII-XVIII centuries and the Shargorod Synagogue, built in 1589.

15. Palace of the von Meck family of the 19th century. The palace of the von Meck family was built at the end of the 60s of the 19th century. During the Second World War, it was destroyed, but later restored. A wonderful landscape park has been partially preserved, where about 45 species of trees and shrubs grow, and majestic lindens and hornbeams remember the events of past centuries.

16. Museum-manoir of Mykhailo Kotsyubynskyi. It was opened in the house where the writer Mykhailo Kotsyubynskyi was born and lived. This museum has about nine thousand exhibits. Among them: manuscripts, photo documents, translations of the writer's works in the languages of many peoples of the world, household items and ethnography.

17. Podilsk Zoo. Our zoo is one of the youngest in Ukraine. In 2022, it became a home for several migratory animals, and in total there are more than 140 animals and 120 birds.

19. Vitoslavsky Palace. According to some sources, the palace was built in the 17th century. It is located in Chernyatin. The palace was built in the Neo-Gothic style.

20. Danylo Zabolotny Museum. The village of Zabolotne is located in Kryzhopol district of Vinnytsia region. An outstanding microbiologist and epidemiologist, Academician Danylo Zabolotny was born, lived and was buried here. Today, there is a memorial museum in the village. The museum complex includes the village house where the future scientist was born and a large garden.

20. Bar castle. Now these are the ruins of the former Polish defensive castle. The fortress was built during 1630-1647 according to the project of the French engineer Guillaume Levasseur de Beauplan.

21. Scherbatova Palace. This is an architectural monument in the Nemyriv district of our region. They began to build it in the style of classicism back in 1894, they did it for the crown hetman Józef Potocki. Later, Maria Shcherbatova, who

inherited this palace, rebuilt the old palace. And to this day, its then layout and most of the decor details have been preserved. Today, the palace houses a multidisciplinary sanatorium. The palace is Nemirov's business card, you can walk around it in the arboretum.

23. Snail farm. You can book an excursion with a tasting in "Ravlykova Dolina", which was opened by a couple from Zhmeryn.

24. Cherlenkiv Castle. Today, Cherlenkiv Castle is a ruin of a historical defensive structure that was built in the 16th century. What remains of the castle are the ruins of two towers that rise above the river. There are legends about considerable underground passages from the castle near the Southern Bug and to Vinnytsia.

The most important objects in the development of tourist and excursion routes in the territory of the region are numerous monasteries and temples where relics and miraculous icons are kept. The value of these objects is determined not only by their location, but also by their artistic level.

2.3. Ways out of the crisis and efficiency of use of enterprises in the tourism industry in Vinnytsia

There is no single approach to evaluating the effectiveness of a travel agency. Tourism business is focused on a large number of factors and conditions that operate in a constantly changing external environment, as a result, the effectiveness of the functioning of tourism business organizations cannot be considered in isolation from social, economic and organizational factors, since the increase in production efficiency is determined by the interrelationship of these aspects, which leads to a certain result recognized as a goal.

The effectiveness of the activities of tourism enterprises lies not so much in their independent successful functioning, but in the development of the segment as a whole by attracting foreign partners to the Ukrainian tourism market, which expand the prospects of tourism industry enterprises in the field of inbound tourism.

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The most effective functioning of the tourist complex is possible under the condition of rational use of its resource potential. This economic function is closely interconnected with financial, material and technical, labor and other resources. Figure 3.1 shows a group of factors affecting the efficiency of tourism enterprises.

Two approaches can be used to measure the effectiveness of tourism complex organizations:

- an assessment of efficiency based on attributing the organization's profit to the factors that caused it to be obtained;
- an assessment of efficiency based on the attribution of the entire amount of revenue to the factors that determined this revenue.

The combination of these two approaches makes it possible to give a versatile assessment of efficiency.

<i>Managed</i>	- the quality of the resources involved - ways of using resources
<i>Uncontrolled</i>	- conditions of use of resources
<i>Internal</i>	- objectives - organizational structure - organizational culture
<i>Known</i>	- staff behavior - resource base - the image of the company
<i>Unknown</i>	- behavior of competitors - consumer demand - failure of technical means - consumer behavior

Figure 2.7. Groups of factors affecting the efficiency of tourism enterprises

**Source: created by the author based on [17, 18, 19, 20, 21].*

The geographical location, historical tradition and multiculturalism of Vinnytsia have formed a clear vision of directions for the development of the tourism business,

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which are reflected in the Tourism Development Strategy of the city of Vinnytsia for the period up to 2030 developed by the city authorities.

The Vinnytsia City Employment Center cooperates with the city government on the implementation of projects aimed at creating comfortable conditions for attracting investments, developing the economy and tourism, creating jobs, etc.

More than a hundred Vinnytsia employers operating in the field of tourism are fruitfully cooperating with the Vinnytsia City Employment Center. So, there are about 50 hotels and hostels in Vinnytsia and its surroundings. The city has a wide network of food establishments; 35 tour operators are registered, of which 6 specialize in domestic and inbound tourism. Cooperation with enterprises and private entrepreneurs of the city continues and is effective.

Specialists of the Department of Interaction with Employers are employers' consultants who constantly find out personnel needs and provide the necessary services in a timely manner, including:

- operational quality selection of applicants by the recruiting method
- professional training or retraining of employees
- compensation of the single social contribution for newly created jobs and others.

In order to accelerate the pace of development and increase the efficiency of the tourism industry, it is necessary to solve certain problems that require state support and regulation.

At the beginning of the market transformation in the country, it was believed that the market and privatization would automatically ensure the innovation of the economy and its competitiveness. But the mistake was that during privatization almost no objects of intellectual property were evaluated, and practically only real estate was taken into account. Such underestimation (and other factors) led to the fact that Ukrainian oligarchic business focused on exhausting exploitation of funds and raw resources. In addition, the situation is complicated by the constant outflow of free capital from the country, which could be used to develop the country's economy and solve social

problems. As already mentioned, one cannot always refer to the lack of funds for investments in innovative projects and their large-scale introduction into the economy.

Towards possibilities. Return to work in the new format of the post-war state:

Develop a plan to return to business as usual, understand and apply lessons learned during the crisis, and determine a plan for the next course of action. Focusing efforts only on returning to business as usual is not a practical solution, as it will not allow companies to effectively apply all the knowledge and experience gained over the past months. To adapt to changes in the age of acceleration, companies need to achieve "dynamic stability". Instead of trying to stop the inevitable change, it is necessary to become the drivers of such change, using it as a source of energy and inspiration, and create a platform of dynamic stability.

Vocation: An organization that not only talks about vocation, but infuses its meaning into every aspect of everyday work.

Belonging: from comfort to interaction and contribution to a common goal.

The resulting crisis reminded us that employees are most motivated when they see that the results of their work contribute to the achievement of the company's goal and mission. As an example, consider manufacturers of consumer goods. Employees are motivated to contribute to the success of their organizations when they understand how their unique skills, abilities, knowledge and efforts contribute to greater goals.

New opportunities. When developing a return to business plan, organizations must ensure that they create a clear relationship between individual contributions, team goals, and the organization's mission. To strengthen the connection between belonging and organizational performance, companies need to do more than respect and treat their employees fairly. They should create a strong relationship between the personal contribution of employees and their impact on the company and society in general.

Work design for the formation of employee well-being: live and work to the fullest. Due to the pandemic, the war and the remote mode of work, the length of the working day has increased, which has led to exhaustion and emotional burnout of employees. At the same time, stress levels have increased among staff due to the need to balance professional and personal needs, care for children and care for family

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members. In addition, many employees have experienced burnout, making employee well-being a top priority for organizations as they develop a recovery plan.

New opportunities. When developing a recovery plan, organizations need to do more than just have an open dialogue and implement employee wellness practices. Currently, companies must consider the importance of ensuring well-being in every aspect of the organization of work processes and the performance of work itself, as well as radically reorganize work processes with a shift in focus from work execution to achievement of results. This will give employees the opportunity to restore the balance between personal life and work.

Potential: An organization created and organized to maximize the human capacity to think, create and work in a world of machines.

Superteams: incorporating artificial intelligence into work teams. Technologies do not replace a person, but, on the contrary, complement and expand their capabilities. The current crisis has made it possible to understand that people and technology are much more powerful together than separately. One only has to look at the examples of effective human-technology interaction in such areas as telemedicine, manufacturing, education, and even food delivery.

Companies need to rethink their approach to technology and, instead of viewing it as a substitute for humans, develop strategies to complement or combine the capabilities of technology and humans. This will help not only to optimize costs, but also to create value and ultimately add meaning to the work of your employees.

Knowledge management: creating a framework for sharing. Organizations can use the potential of artificial intelligence to build a culture of knowledge sharing and accumulation that is not only practical, but also strengthens employee engagement and ensures organizational resilience, enabling it to withstand and even thrive in an environment of uncertainty and change.

Beyond Retraining: Building Resilience in the Face of an Uncertain Future. In the context of this crisis, the world was able to test the resilience and ability of personnel to adapt to new requirements, because employees had to quickly take on new roles and even join projects in other areas and industries. Now you should not give up

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on decisions aimed at the development of employees - on the contrary, it is necessary to redouble efforts to form the stability of personnel capable of adapting in conditions of constant changes.

The Compensation Conundrum: A Person-Focused Approach.

The pandemic and the war forced organizations to review their salary policies, because some low-paid professions turned out to be urgent and in demand in the crisis. leading companies are implementing various measures to revise wages: some organizations have increased the minimum wage for workers who perform important work, others have reduced executive compensation in an effort to save jobs.

Managing HR strategies: new questions for better solutions. In the circumstances created by COVID-19, the war, there is an urgent need for quick access to data about employees, in particular, about their competencies, physical and mental state, as well as about the relationship to the corporate culture. Many contractors offer ways to quickly obtain and analyze the necessary data using modern technologies. Now is the time to check whether companies are moving in the right direction and whether they have succeeded in setting up the management process and other business processes that enable the use of data to understand the current situation in the organization and the sentiment among employees.

Ethics and the future of work. Ethical issues have become relevant in almost all segments of the workforce, but professionals who work with alternative forms of employment have been most affected. Some of them have faced a drop in demand for their services and related financial problems, others - an increase in demand and related increased health risks. In April 2021, a survey was conducted that showed that 70% of freelancers were not satisfied with the support they received from their employers during the pandemic.

A reminder to HR representatives: the greater the focus, the greater the impact. The HR function must assume a key role in assisting the company and employees during the process of adapting to changing organizational needs and business requirements. Business leaders need to ask themselves whether the HR function has

enough power to extend its influence into other areas where it needs to be involved to help companies not only recover but also grow over the next 10 years.

Building a sustainable future after the crisis. While a crisis situation can prompt heroic and unprecedented actions, the true path to recovery lies in the long-term impact of such actions. This path should be paved not only with good intentions, but also with meaningful changes.

There are certain methods of optimizing the business processes of a tourist enterprise. These methods can be divided into three groups. The first group of methods is based on experience. They are universal and suitable for any enterprise. The second group of methods is characterized by benchmarking methods. Enterprises analyze and copy the activities of successful competitor companies. The third group of methods is characterized by teamwork technologies.

Optimizing the business processes of a tourist enterprise is an effective tool for ensuring the efficiency of enterprises in modern conditions, contributes to increasing profits and increasing productivity, reducing costs, improving the quality of products or services, in order to meet the needs of customers and consumers. One of the modern methods of describing business processes and the technology of business organization and corporate information systems is Workflow, the introduction of which at domestic enterprises in modern conditions will allow to organize the activities of enterprises, increase the efficiency of their economic activities and competitiveness. A qualitatively developed strategy will allow the enterprise to achieve the planned results of innovative activity in the long term. To maximize the quality of business processes at Ukrainian enterprises, it is necessary to use such optimization methods that will allow establishing a balance between consumer satisfaction and competitive market forces on the one hand and business process efficiency indicators on the other.

The active implementation of modern information technologies in the activities of tourist enterprises is a necessary condition for their successful work, since accuracy, reliability, efficiency, relevance and high speed of information processing and transmission determine the effectiveness of management decisions in this area. Large capital investments in new technologies will lead to vertical, horizontal and diagonal

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integration of tourism enterprises. Information technologies provide a significant increase in productivity in the field of tourist services. The strategic orientation in the information logistics of tourist enterprises is an innovative approach in the management of flow processes and has a systemic nature, which has a positive effect on the management of the tourist business as a whole.

In our opinion, infrastructural reconstruction of strategic objects should be provided by the state, and social objects by local authorities (because local communities know better which objects need priority restoration and which can wait), and quality control of the performed works as well can be better served by communities. It is clear that it is necessary to clearly define the sources of funding. Control over the receipt of funds and their use should be entrusted to international auditors (other international institutes) and a mechanism for the transparency of their spending should be introduced in territorial communities.

In our opinion, the innovative development of the economy in the affected regions, including in Vinnytsia, can only be ensured by the creation (first in the controlled territories, and then in the de-occupied territories) of special economic zones and scientific and industrial parks. Such creation will stimulate the development of industries based on new advanced technologies, increase the number of jobs, the volume of exports, etc. The general concept of socio-economic recovery and development of Vinnytsia is schematically depicted in Figure 2.8.

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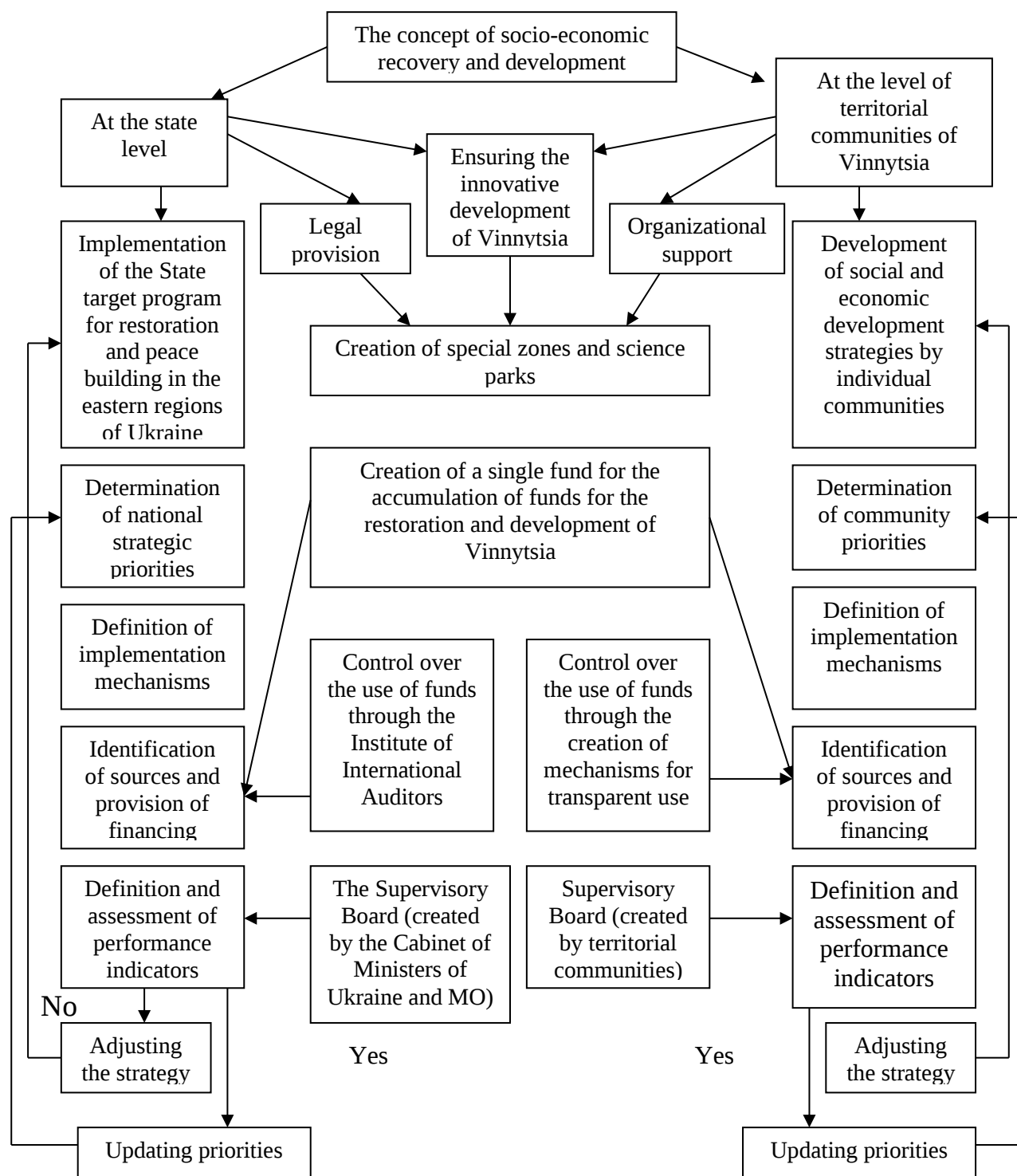


Figure 2.8. Concept of socio-economic recovery and development of Vinnytsia

**Source: created by the author based on [17, 18, 19, 20, 21].*

In Vinnytsia, the following successive measures are indispensable for successful economic reconstruction:

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- development and implementation of a modern concept of reconstruction of the country's economy, based on innovative development, taking into account the real geopolitical situation;
- implementation of the recovery and development strategy developed by domestic scientists and the government;
- determination of key (priority) development sectors that will ensure high competitiveness of goods and services on foreign markets, as well as state support for such sectors;
- adoption of relevant laws regarding full employment, decent pay, increase in labor productivity, price stability;
- development of mechanisms for the use of borrowed funds and their control;
- adoption of relevant laws on elimination and prevention of excessive concentration of production and capital, avoiding the formation of monopolies;
- preventing corruption and introducing economic mechanisms to combat it;
- development of effective social policy, policy of income growth and population consumption;
- creation of special economic zones and science parks.

The process of rebuilding Ukraine will depend on the country's ability to "reload" so to speak, to reorient the economy to higher priority industries that will receive the most support from the state. But the primary task of Ukraine is the restoration of social infrastructure.

In particular, external partners will be of great importance in the reconstruction of Ukraine and Vinnytsia region. One of the types of regular funding and support for Ukraine can be its membership in the European Union, because Ukraine is paying a very high price for its independent future and the future of Europe as a whole. The nearest date on which the issue of Ukraine's membership in the candidates for the European Union will be considered. But, in any case, Ukraine should remain an independent state and in the future carry out reforms that will bring the country closer to the defined European standards.

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Reconstruction of Ukraine after the war is an opportunity to involve international experts from various fields in the modernization of the country. The experience of many countries in which military operations took place shows that the number of tourists in the post-war period to these countries is only increasing. And due to income from foreign tourists, it is possible to increase the country's economy faster, compared to other industries that will require a longer recovery. International partners want and are ready to help in the restoration of the tourist industry and infrastructure.

Ukraine will win in any case and will remain an independent country! A lot of money will be needed to restore the social and economic sector, but thanks to the millions of people who support Ukraine in this difficult time for us, we will be able to rebuild our country. The tourism industry will also begin to recover over time.